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NAVAL POSTGRADUATE SCHOOL

Monterey, California



THESIS

SOLUTION TECHNIQUES FOR WHOLESALE PROVISIONING OF REPLACEMENT PARTS

by

William A. Goulding

September 1984

Thesis Advisor:

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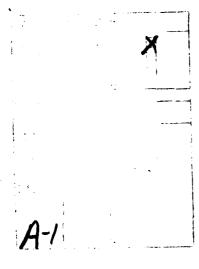


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Solution Techniques for Wholesale Provisioning of Replacement Parts

by

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Submitted in partial fulfillment of the requirements for the degree of

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ABSTRACT

The purpose of this thesis is to present solution techniques for provisioning problems arising in the Navy's wholesale purchase of replacement parts. The objective is to minimize the Mean Supply Response Time (MSRT) subject to a budget constraint. The problem can be formulated as a Dynamic Program (DP), however, it is too large and complex for a standard recursive dynamic approach. Consequently, a variation of the normal DP approach was developed that significantly reduces the required computations. An existing DP computer program was modified to implement this DP variation. The result is a usable approach considering speed and ease of manipulation.

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I. HISTORY AND INTRODUCTION

S. Navy is a hardware oriented organization requiring a wide variety of spare and replacement parts. The Naval Supply Systems Command (NAVSUP) is the organization within the Navy responsible for maintaining a sufficient stock of parts and replenishing this stock quantities run low. NAVSUP is keenly interested in quality of the models it uses to provide support for the Navy's weapons systems. Faculty of the Naval Postgraduate School were asked to examine the existing wholesale and retail provisioning and replenishment models and to provide comments on their correctness and suggestions for possible improvements. In response, a report by Richards and McMasters [Ref. 1] addresses the problems and various solution techniques. This thesis examines a specific solution technique that may be applicable to one of the problems. The following is a brief synopsis of the existing models and the environment in which they operate.

Within NAVSUP there are two centers that use provisioning models, 1) Ships Parts Control Center (SPCC) Aviation Supply Office (ASO). Presently the Inventory Control Points (ICPs) within the centers have two retail provisioning models which generate, 1) COSALS (Coordinate) Shipboard Allowance Lists) and 2) AVCALS (Aviation Coordinated Allowance Lists). These molels supply sufficient parts support for a short term ship deployment and try to provide protection from replacement part depletion until the wholesale replerishment models can buy or repair the needed spare parts.

Weapon system procurement requires that provisioning support be available by a set preliminary operational

capability (POC) date. The initial support requirements are determined by a wholesale provisioning model. The support must be comprehensive enough to supply a new weapon system until the replenishment buy can be made and delivered. should be noted that the provisioning lead time is usually two to two and one half years. Variability in production and installation causes the quality of the forecasted demand to be poor. Hence, the provisioning buy may result in large quantities of excess parts in the supply system, or there may be many stockouts before the replenishment buy becomes available. The Assistant Secretary of (Installations and Logistics) has provided guidance [Ref. 2] to help prevent large excesses. From this instruction a third model (COSDIF) was developed to conservatively estimate the quantities of new parts required for wholesale provisioning. For existing equipment no additional stock is procured for the new weapons system. If the increase in demand from the new system is large enough, the inventory manager can anticipate the increase and start a replenishment buy in sufficient time to meet the need. Otherwise, inventory optimization models may be used to control Wholesale replenishment for a new system is initiated at different times by the two centers within NAVSUP. For either center the reorder point for replacement parts is subject to change as a function of the actual demand the weapon system places on the supply system. The reorder point for an existing system occurs at part depletion levels set by NAVSUP.

Budgeting constraints for support of existing systems are partially driven by the peculiarities of the Department of Defense Planning, Programming and Budgeting System (PPBS). Those purchases for new weapon systems are funded as part of the procurement process. For existing systems, each Service requests from Congress sufficient funding to

meet specific levels of readiness and availability set by the respective Service Head. NAVSUP receives this direction from the Chief of Naval Operations (CNO) and then prioritizes the parts required with a procedure called "Variable Threshold". This technique considers several inputs peculiar to the weapon system to levelop the priority list for items to be purchased. The quantity (depth) to be purchased is determined from historical data or from engineering estimates of the number of anticipated failures for a period of time equal to one procurement lead time plus one quarter. Proceeding from the top of the priority list the parts are purchased to their 'depth' until the budget is expended. Those parts unfunded for purchase are placed in a file for Unfunded Requirements.

Obviously, the optimal quantities to purchase, as a function of the inputs, and the maximum utilization of the budget are of high interest. Howard in [Ref. 3] addresses several different approaches that provide solutions for this type problem. The thrust of this thesis is a variation of one of those solution techniques for a similarly defined provisioning problem. The objective is to minimize the Mean Supply Response Time (MSRT) subject to a budget constraint.

The overall MSRT is a nonlinear composite function of the purchase quantity for all items. The individual item's MSRT functions are also nonlinear with performance as a function of four variables peculiar to the item type. The budget constraint is a linear function with constant costs for each item and a set budget limit. There are no cost advantages for large magnitude buys or item combination buys. The individual costs and return functions of the MSRT lend themselves to formulation as a dynamic programming (DP) problem. However, the problem is large and complex for a standard recursive dynamic approach due to the required number of stages, the magnitude of the budget and the range

of costs. Consequently, a variation of the normal approach was developed that significantly reduces the required computations. This variation shall be referred to as 'the funnel' because of its funneling characteristics for computation of the resource variable bounds. Further explanation of its construction and procedure may be found in . Chap 283. Modifications of an existing DP computer program described in [Ref. 3] to operate as the DP variation makes the 'funnel' method a usable approach considering speed and ease of manipulation. Additionally, the DP variation has the advantage of providing an optimal integer solution. this report 'the funnel' will be compared to a full DP procedure and a computerized marginal analysis approach which operates very efficiently but which may not generate the optimal solution.

II. SOLUTION TECHNIQUES

This chapter will discuss three methods for solving the provisioning problem described in Chapter 1, 1) marginal analysis, 2) pure dynamic programming, and 3) a modified dynamic programming procedure. The first technique provides a quick solution that is a good estimate but may not be optimal. The second technique provides a global optimal solution but requires a large amount of computer time for any moderate sized problem. The third technique provides a local, and possibly a global, optimal solution and requires significantly less time than option two.

The following definitions will be used in the formulation and discussions in this chapter. Capital letters represent the variable while lower case letters indicate a subscript. In the expression Xi-1 the quantity i-1 is the subscript although it appears on the same line as the symbol X.

- N = the total number of items considered for provisioning
- B = pre-assigned maximum budget amount
- Ci = the unit cost of item i
- Ei = the essentiality code for item type i
- Ri = the fixed time required to satisfy a
 requisition for item i if stock is
 available
- Li = the demand rate for item i(lambda)
- Si = the decision variable for the number of items of type i
- Ti = the procurement lead time for item i
- P'i(Si) = the probability of Si demands for item i during the provisioning interval

- Zi(Si) = the performance measure for item i when
 Si units are stocked.

The objective of this problem is to minimize the Mean Supply Response Time (MSRT) as a function of Si. MSRT is a widely used measure of supply performance because of its role in determining availability and because it is an indicator of the success of a supply system in meeting response time goals. It considers two major factors in computation,

- the likelihood of satisfying demands from stock on hand and
- 2) the length of the delay in satisfying demands when the system runs out of stock.

It may be represented by the following expression,

where the likelihood adjustments for conditions one and two are factors in the Zi(Si) function. This function represents the performance measure of item i when Si items are considered and is defined by the following equation for the case where demands during the provisioning leadtime are assumed to be Poisson distributed:

The constraint for this problem is the budget or the resource in dollars. It is linear and may be represented by the following inequality,

 Σ Ci*Si<=E i=1,...,N.

(2.3)

The following subsections present solution techniques which are viable procedures for solving the above formulated provisioning problem.

A. MARGINAL ANALYSIS

The marginal analysis method is a quick, simple and effective approach for generating a solution to the previously defined provisioning problem. For the problem considered here, the marginal analysis approach generates solutions which may not be optimal. However, the solutions generated by the procedure do possess some very desirable properties which are stated below.

Let Zi (Si) be the essentiality weighted MSRT for item i Let $\Delta Zi(Si) = Zi(Si-1) - Zi(Si)$ when Si units are stocked. the reduction in essentiality weighted MSRT achieved by increasing the stockage level for item i from Si-1 units to Let S' = (S1, S2, ..., SN) be the vector of alloca-Si units. tions for the N items: i.e. Si is the number of units allocated to item i. The marginal approach begins with a budget of B dollars and an allocation vector S'=(0,0,...,0). computes $\Delta Zi(1)/C1$ for i=1,2,..., N and selects that item for which this marginal benefit to cost ratio is greatest. Without loss of generality, assume that the item selected This requires an expenditure of C1 dollars and results in the allocation vector $S'=(1,0,0,\ldots,0)$. procedure next computes AZ1(2)/C1, the maryinal benefit to cost ratio achieved by increasing the stockage for item 1 by one unit from a level of one to two units. The maximum value is then selected from among the ratios in 2.4.

An additional unit of the item, say item j, for which the maximum occurs is selected and the remaining budget is

$$\frac{\Delta z_1(2)}{c_1}$$
, $\frac{\Delta z_2(1)}{c_2}$, $\frac{\Delta z_3(1)}{c_3}$, ..., $\frac{\Delta z_N(1)}{c_N}$ (2.4)

decremented by Cj dcllars. The process continues in this manner allocating a single unit iteratively until the budget is expended or no additional units can be purchased. At each step, the ratios compared are

$$\frac{\Delta z_1(s_{1+1})}{c_1}, \frac{\Delta z_2(s_{2+1})}{c_2}, \dots, \frac{\Delta z_N(s_{N+1})}{c_N}, \tag{2.5}$$

where the current allocation vector is $S^{\bullet}=(S1,S2,...SN)$. Since only one of the ratios changes at each step of the process, the computations required are very few.

It can be shown [Ref. 4], that for the problem considered here the solution is undominated. That is, if B(S') is the budget required to fund the allocation vector S', and if S' is any other allocation vector such that $B(S'') \le B(S')$ then the overall essentiality weighted MSRT for S' is smaller than that for S''. If it should happen that B(S') = B, the original budget, for some step of the marginal analysis procedure, then the solution S' is optimal.

In actual practice, what usually happens in the marginal analysis procedure is that at some step purchase of the item with the largest marginal benefit to cost ratio requires an expenditure of more money than that which remains. The allocation vector at that point is not feasible and various heuristics are usually applied to continue the process. The most popular heuristic is to backtrack to the previous feasible solution and select that item which has the maximum benefit to cost ratio among those items with unit costs no larger than the budget remaining. On applying such heuristics, one can not claim that the final solution so obtained is undominated. However, one can make use of the undominated property to obtain a bound on the optimal value of the objective function.

Let Z(SS) be the objective function value at the occasion at which the marginal analysis procedure first generates a sclution for which the budget required is equal to or greater than B. If equality exists, SS is optimal. Surpose B(SS)=BS>B and let S*(X) be the optimal solution for a budget of X dollars. Then, since SS is undominated, $Z(SS) \le Z(S*(BS)) \le Z(S*(B))$, which is the value of the objective function at the optimal solution. Thus Z(SS) lower bound on the optimal value of the objective function. One can thus assess the potential benefit of a more extensive search for the optimal solution by comparing the actual performance obtained at any stage with the lower bound discussed above.

A computer program was written by Richards to implement this method. A sample of this Marginal Analysis program output in table I shows the iteration number, which items are purchased, the numbers of items purchased, the benefit to cost ratios and the budget remaining. The table shows the sequence in which the items are purchased. decreasing benefit to cost ratio. The program selects item number one five times in a row before the first unit of item two provides a better marginal return. The last attempt to purchase chooses an item that drives the remaining budget negative. The program automatically re-evaluates the marginal returns and then chooses the next largest benefit to cost ratio which in this case drives the remaining budget As previously discussed this solution may not be to zero. optimal.

The Marginal Analysis program has several other capabilities based on the same approach. There is a job selection menu that provides a choice of 1) spares determination, 2) budget determination or 3) kit evaluation. The first option selects the quantities to be purchased within a given budget. The second option solves a related problem by

TABLE I
Sample Output from the Marginal Analysis Program

= 5.3852 4.3120)

REALIZED PERFORMANCE = BOUNDS (6.0033, 4.

computing the required budget to meet a specified constraint, in this case MSRT. The third option evaluates the available performance for a given decision set. The program will conduct the optimization problem with a LaGrange Multiplier or marginal analysis. In either case the answer is the same. The speed and ease of manipulation of this procedure are desirable; however, to be guaranteed an optimal solution a means of verification must be found. That is the goal of this thesis.

B. STANDARD DYNAMIC PROGRAMMING

The standard dynamic programming approach can be applied to this type of provisioning problem. The following sample problem illustrates how the concept may be applied. A single stage problem corresponding to a single item may be characterized as in fig 2.1.

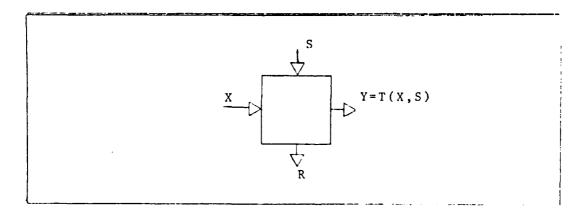


Figure 2.1 Example of a One-Stage Decision Problem.

In figure 2.1,

X is the input state variable which is the resource available for use at this stage.

S is the decision variable that represents the decision

within the stage.

- R is the stage return function that produces a return based on the input X and the decision S.
- Y is the output state which is a function of X and S.
- T is the stage transformation function that expresses the components of the output state Y as a function of the input state and decisions, Y=T(X,S).
- An '*' after an Xi or Si variable indicates the optimal value for that stage, [Ref. 5 p22-23.].

The one-stage initial-state optimization problem is to find the best stage return as a function of the input state X. The optimal return from the stage will be denoted as F(X) and the optimal decision as S*(X). Thus,

$$F(X) = \min_{S(X)} F(X,S(X)) = R(X,S*(X)),$$
 (2.6)

where the decision S*(X) provides the best return for that particular input value X. If X were to change the values of S*(X) and the return function should also change.

Now consider a multistage problem as shown in figure 2.2. This is the standard recursive DP structure with backward numbering where stage N is on the left and the stage 1 on the right. The optimal return for stages i,i-1,...,1 is represented by Fi(Xi). The solution technique solves succeeding stages from right to left providing the optimal return FN(XN) up to the current stage under consideration. In the single stage problem Y was the output state variable, but now Y serves as the input to the next stage so Xi-1=Y=Ti(Xi,Si). Thus, in an N stage problem, the output from stage i becomes the input to stage i-1 for i=1,...,N. In figure 2.2

Xi is the state variable

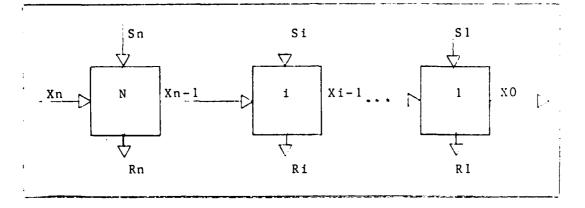


Figure 2.2 Example of an N Stage Decision Problem.

Si is the decision variable

Ri is the stage return function

Ti is the stage transformation function

* after an Xi or Si variable indicates the optimal value for that stage,

where i=1,..., N is the stage index. For each stage a decision Si*(Xi) will be made that yields the optimal return Fi(Xi) as a function of the present stage return R(Xi,Si*(Xi)) and the optimal return Fi-1(Xi-1) for the stages 1 through i-1. The recursive equation for a minimization procedure would be,

Fi (Xi) = min (Ri (Xi, Si) + Fi - 1 (Xi - 1))
$$i = 1,...,N,$$
 (2.7)

where

$$Xi-1=Ti(Xi,Si)=Xi-CiSi$$
 $i=1,...,N.$ (2.8)

The stage transformation is simply the budget minus the quantity purchased multiplied by its cost. This recursion assumes the overall return function is the weighted sum of

the individual return functions for all replacement parts. The equation for this relationship is,

$$MSRT = \sum_{i=1,...,N} (2.9)$$

The problem is to make a series of decisions SN...S1 that will optimize the overall return function while remaining within the budget constraints.

For the previously discussed provisioning problem, using the different replacement parts as the stages, the state variable Xi is the resource, i.e., the dollars remaining at each stage. The decision variable Si is the number of parts purchased in stage i. The stage return function is the MSRT which must be computed from four operating characteristics for each part, (essentiality, procurement lead time, demand rate, performance as a function of quantity procured). The following equation represents the return function at each stage,

The Standard DP approach computes the function Fi(Xi) from equation 2.7 recursively for i=1,..., N and for all possible values of Xi. At each stage i this is done by examining all feasible decisions for each Xi, computing the return for each decision, and then adding the corresponding optimal return Fi(Xi-1) from the remaining stages to arrive at the optimal return for the present Xi. Then for all Xi values in the stage, the best total return is chosen and assigned to Fi(Xi). At the Nth stage the process is complete and FN(XN) represents the optimal return for the problem. This process is efficient for small problems, however it becomes computationally more difficult as the

number of stages and the number of possible state variable values increase in each stage.

For an example of the computational burden, consider a very simple problem with a budget 3, a constant increment K for the state variable Xi within each stage, and a max of D decisions for each state variable value. In this case the number of evaluations for one stage is equal to (B/K)*D. Assuming the transformation function and the recursive equation for the optimal return equation require only one addition each, then there are 2*(B/K)*D additions per stage. Each state variable value will require D-1 comparisons, hence, there are (B/K)*(D-1) comparisons per stage. The total number of operations (additions plus comparisons) required for all stages may be represented by,

$$N((2*B*D)/K) + (B*(D-1)/K),$$
 (2.11)

or simplified this becomes

$$(N*B/K)*(3D-1).$$
 (2.12)

This example is actually a gross over-simplification of the computational problem. It is possible the return function could be very complex requiring many operations for each decision at each Xi value through the range of the budget. However, for a numerical comparison, consider a 25-stage problem with a budget of 74000, a state variable increment of 1000 and a maximum of 100 decisions. This leads to 553150 operations as shown in equation 2.13,

$$((25*74000)/1000)*((3*100)-1)=553,150.$$
 (2.13)

This is the required number of additions and comparisons for a 25 stage problem. For today's high speed computer an

addition operation at machine language level takes about twenty-four machine cycles while a comparison takes eighteen. Using twenty cycles as an average and a machine speed of two million cycles per second, the above number of comparisons and additions would take approximately nine seconds. This time estimate is for an incredibly simple problem that does not take into account any of the administrative overhead, objective or constraint computations or increased calculations required by complex functions. By setting K=10, which is equivalent to reducing the stage increment from 1000 to 10, equation 2.14 shows that the number of operations will increase to

$$((25*74000)/10)*((3*100)-1)=55,315,000.$$
 (2.14)

Hence, it is easy to see the limitation of standard dynamic programming. While it gives integer solutions, the computational burden is considerable even in simple problems.

C. A DYNAMIC PROGRAMMING VARIATION

The computational workload of the full dynamic programming procedure makes it undesirable for large problems. A technique that will be referred to as 'FUNNELING' because of its control of the resource boundaries between the stages, was developed and applied to a standard recursive DP computer program. The result is a shortened procedure that provides a locally optimal integer solution to problems that can be formulated in the DP construct.

For any optimal solution to an N-stage DP problem there is a series of decisions Si* for i=1,...,N. Corresponding to this solution there is a sequence of Xi* values for i=1,...,N. These optimal state variable values Xi*, represent the best quantities of resource available for

consumption at that stage and are not known in advance. If it were possible to find an approximate value for Xi* in each stage, the optimal solution then could be localized with an iterative process. That is, rather than compute F(X) for all X values there could be, a 'window' of interest, centered around the approximate Xi* value in each stage. The computations would be performed on the limited range of Xi values in that window thereby reducing the required workload significantly. This concept of controlling computational boundaries around an approximate optimal Xi* value is the foundation for the DP variation.

The problem initially is how to localize the regions of the best Xi. This is solved by the first run of the funnel program using a large state variable increment. The resulting Xi values are then used as an approximation to the initial Xi* values i=1,...,N. A subroutine of the funnel program then constructs a window around the area of interest for further refinement. The first estimate of the Xi* values is quite rough and the decisions, especially the Si which have costs less than the initializing increment, may change significantly as the Xi are examined with a lesser state variable increment.

The second program run is the first refinement of the initial solution. Using the large increments the program will have chosen the best return available though it may not be close to the optimal value. The increased sensitivity of the reduced state variable increment will allow consideration of more Xi values in the window permitting the optimization process to move closer to the best return. It is conceivable that any Xi may change as much as the window of its stage will allow. This much variation in the decisions indicates that the best solution lies outside the window and the boundaries must be changed accordingly. This situation may be present in several stages for any program iteration.

Due to the characteristics of the DP procedure, a change in the state variable consumed at stage N will cause the quantity of resource available at stage N-1 and succeeding stages to change. The concept is that repetitive runs of the funneling program will allow the computational bounds for each stage to localize and center upon their respective Xi*. When each of the stages has chosen its Xi*, the Si* for i=1,...,N will represent the best solution for a given objective and budget. This solution will be a local and possibly a global optimum. Further discussion of the program specifics may be found in Chap 3.

Additional computations may be saved in the funneling program by ranking the stages, largest to smallest, by the cost of their respective parts. Purchasing the most expensive items first will reduce the magnitude of the budget and simplify the computations in the remaining stages. The amount of computation depends on three things, 1) the width of the window for each stage, 2) the number of state variable increments within the window and 3) the number of decisions available for each state variable increment.

Consider again the computational example of section 3, where the number of operations is estimated for the dynamic programming solution procedure. To use that analysis for the funnel procedure, B in equation 2.12 is replaced by the width of the window W. This width will vary between stages but this example will assume Wi is constant and equal to 10000. Setting the remaining factors the same, K=10, S=100, and N=25, the number of operations required from equation 2.12 is,

$$((25*10000)/10)*((3*100)-1)=7,475,000.$$
 (2.15)

This is roughly 13.5% of the full DP requirement computed in equation 2.11, a marked improvement in efficiency. There

are other ways to make the algorithm more efficient and save computations. Further discussion of the details of the modified DP procedure may be found in chapter 3.

III. THE FUNNEL PROGRAM

This chapter discusses the operation of the standard DP program, the modifications required to employ the funneling concept and some of the implementation problems encountered in the process. Specific subroutine operations are explained in the second section.

A. MODIFICATION FOR THE FUNNEL PROCEDURE

The DP variation, called the Funnel program, is a modified version of a standard DP computer program named DP5. The modified program will be referred to as DP6 for the sake of clarity in the following discussion. The DP5 program as described in [Ref. 3] has four subroutines, STGPET, STORE, TRANFM and DLIMIT. The following list describes what function each subroutine performs in the DP process.

- 1) STORE enters the constants to be used in the other subroutines and the main program.
- 2) DLIMIT defines the range of the decision values Si for any value of Xi in stage i.
- 3) SIGRET defines and computes the return function for any values of Xi and Si in stage i, Ri(Xi,Si).
- 4) TRANFM defines and computes the transformation function for any values of Xi and Si in stage i, Ti(Xi,Si).

Providing DP5 with the specific input data as required in [Ref. 3], the program will compute the optimal return by the standard recursive DP procedure. The following figure shows the flow diagram for the general solution technique.

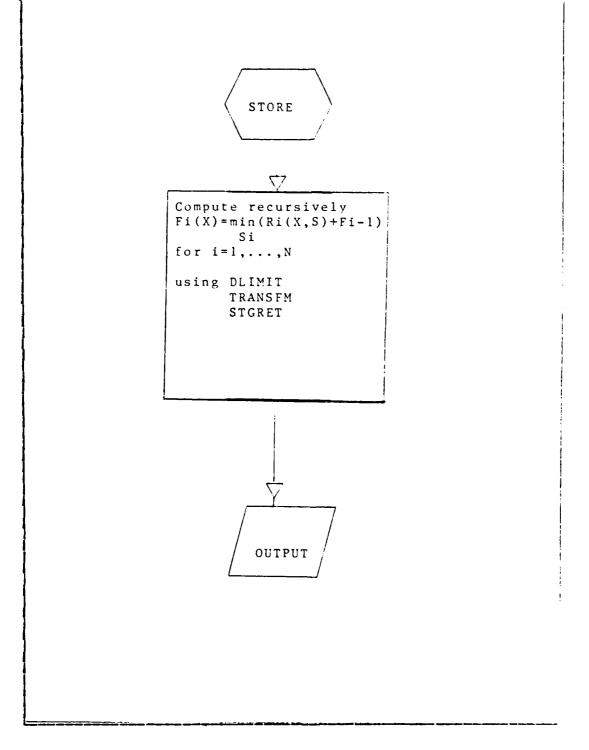


Figure 3.1 Flow Diagram of the DP5 Procedure.

The input data are the parameters for the particular problem being sclved. When DP5 is run it uses the STORE subroutine to place the parameters in memory, then calls the other subroutines, DLIMIT, TRANFM, and STGRET to perform the DP procedure.

To use the concept of funneling described in Chap 2, additional subroutines must be added to DP5 to control the state variable computational boundaries in each of the stages. There are two possible starting conditions for the funnel procedure, 1) some input information is available for the decisions at each stage, or 2) no prior knowledge of the decisions is available. To respond to these conditions two subroutines ENTER and ADJUST have been created to correctly manipulate the inputs. The following list describes what function each of the subroutines performs in the Funnel program.

- 1) ENTER reads a decision set from a file then creates the input data file in the correct format for the Funnel program,
- 2) ADJUST manipulates the computational boundaries of an input data file to reflect the changes required at each program iteration.

The general procedure for DP6 is shown in figure 3.2,
The input parameters are read into memory with the STORE
function. Then, depending on the starting condition, the
ENTER function may used to create an input data file for the
Funnel program from a previously available solution. This
solution may be obtained from, 1) some other solution
method, 2) a rule-of-thumb estimate of the solution, or from
3) past information on similar problems. In any of these
cases the estimated or best guess decision set is transformed to the correct input format for the Funnel program.

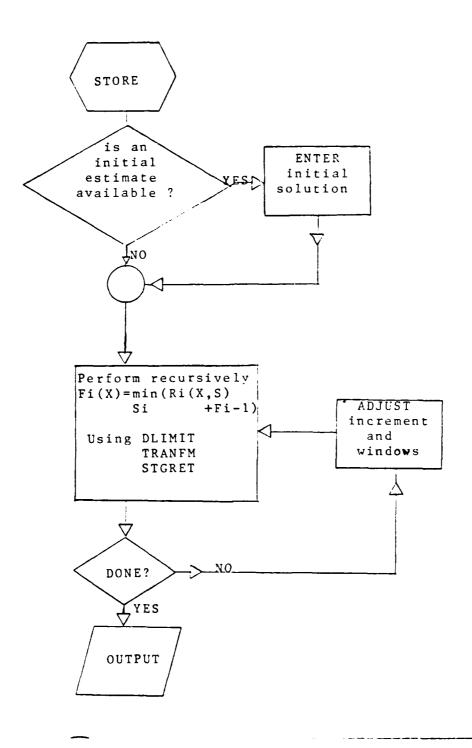


Figure 3.2 Flow diagram of the DP6 procedure.

When there is no previous solution, the beginning data file may be constructed in the correct format as defined by the user instructions located in the comment section of DP6, see This input file, as described, may be used directly with the program. The next step in the figure is the first iteration of the Funnel process utilizing the DLIMIT, TRANFM, and SIGRET subroutines. When the calculations are complete the results must be examined to see if the process has found the optimal solution, i.e., The requirements for the 'DONE' condition are 1) an all integer solution, 2) no window boundaries violated and 3) the kudget remaining must be less than the smallest cost for items to be purchased. If all of these conditions are not met the ADJUST subroutine is activated and the input data file is manipulated to correct the problem areas. With each program iteration this corrective procedure is repeated until all the conditions are met and an optimal solution is produced. An example of the Funnel program output is shown is figure 3.3.

```
THE OBJECTIVE IS MSRT
CONSTRAINT ON COST

THE DESCRIPTION WHICH APPEARS BELCW FOR STAGE 1
APPLIES TO STAGE 1 THRU STAGE 3 INCLUSIVE
THE PROBLEM IS TO MINIMIZE A 3 STAGE PROCESSEN
IS TO BE CHOOSEN OPTIMALLY EBTHER IN=2.05000C+02
AND XN=2.0500D+02
OPTIMAL XN=2.05000D+02 OPTIMAL BETURN=5.30246D+00

XN
SN
XN-1
3 2.0500D+02 1.00D+01 5.5000D+01
2 5.5000D+01 2.00D+00 3.50COC+01
1 3.5000D+01 7.00D+00 0.0
```

Figure 3.3 Example of DP6 Output.

The objective and constraint are stated in the first two lines. The description that follows gives the number of stages, the budget quantity, the optimal return and detailed stage results. Specifically delineated for each of the stages are the input budget quantities, the decisions and the output budget quantities. For this particular example the budget remaining at the end of the problem is zero.

Two ancillary functions were added, one to the main program and one to a subroutine to provide information to the user. The first is a timing function that provides the program run time. The second is a counting function that presents to the screen and stores in a file the numbers of the stages in which the optimal return values are too close to the computational boundaries. Both functions have provided valuable insights that will be discussed in Chapter 5.

B. THE SUBROUTINE ACJUST

The subroutine ADJUST is the heart of the funneling technique. To gain the computation reduction desired, this subroutine manipulates the windows around the 'current' state variable values, Xi', in each stage for each program iteration. Initially the upper and lower limits HXi' and Lxi' on the window at stage i are defined by,

$$HXi' = Xi'+K*Ci+1, \qquad (3.1)$$

and

$$LXi' = Xi'-K*Ci+1, (3.2)$$

where K is a constant. These bounds are illustrated in fig 3.4. Further adjustment of these limits may be necessary to assure that one of the Xi values considered in the computation of F(Xi) is Xi'. At stage i in the computation of F(Xi) the optimization considers first Xi=LXi, then Xi is incremented by Ci to give the next value, etc. Thus if LXi is not properly set, the value Xi=Xi' will never be considered.

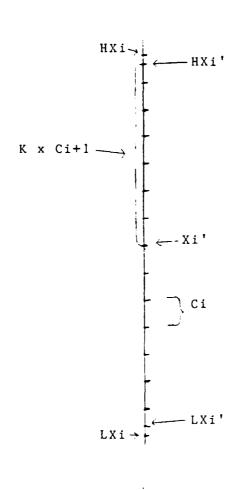


Figure 3.4 Example of a Window on a Stage i.

This adjustment of LXi' is made by decrementing from the temporary stage value, Xi', by the cost Ci for that stage. When this decrementing process first yields a value less than or equal to LXi' that value is set as the new lower limit on the window and is called LXi. A similar adjustment is made to the upper limit by incrementing from Xi until the value HXi' is equalled or exceeded. The new upper limit This process is repeated for all the stages is called HXi. until the funnel is formed. In figure 3.5, the funnel may be seen for N stayes of a provisioning problem. The budget quantity B is represented by the vertical lines for all stages. The upper and lower bounds are represented by HXi, LXi for i=1,...,N where i is the stage index. In each stage the bounds are at least a distance equal to the product of the constant K and Ci+1 from the Ki' value. Stages where the bounds are further from the center indicate the additional adjustment for compatability between the successive Xi' values.

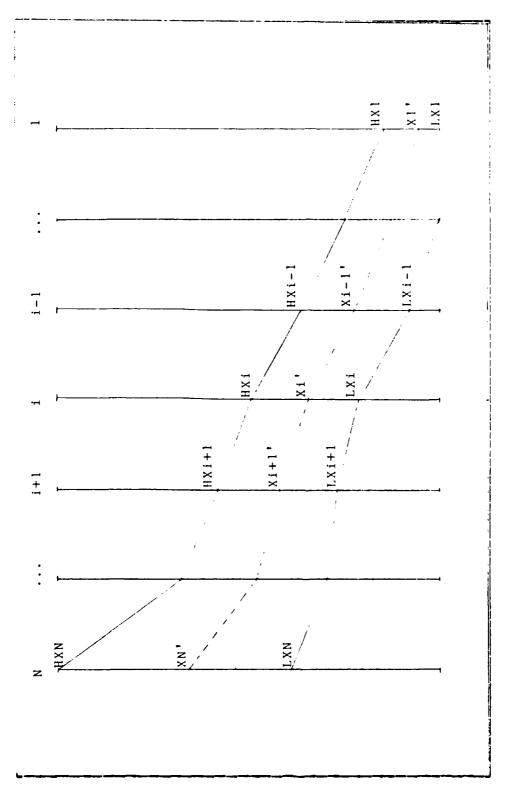


Figure 3.5 A Funnel Diagram for N Stages of a Problem.

The reason for multiplying the succeeding stage costs by the constant K is to allow the DP procedure some computational freedom in each of the stages while searching for the Xi and Si*(Xi) values. During the computational process, should a stage choose an Xi' that is within Ci+1 of the computational bound, the boundary is said to be violated. This is because the DP procedure may actually prefer a value outside the bound but is unable to reach it. Figures 3.6 through figure 3.9 show an example of the stage boundary manipulation as the iterative process of the DP6 program searches for the optimal solution.

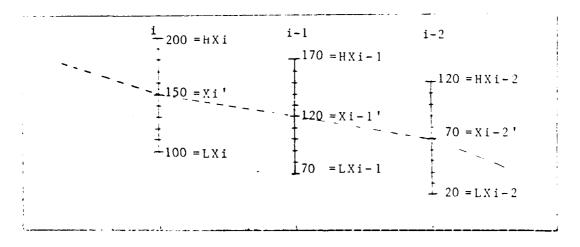


Figure 3.6 The Initialization Run.

The initializing run depends on the starting condition for the problem. If the ENTER function is used, the state variable increments will represent the costs of the respective stages. Figure 3.6 shows a starting condition of no prior knowledge; hence, the state variable increment is a constant, in this example 10, for all stages and of equal number on either side of the current Xi estimate.

A second run of the program provides an opportunity for the DP process to evaluate the estimated optimal returns with a

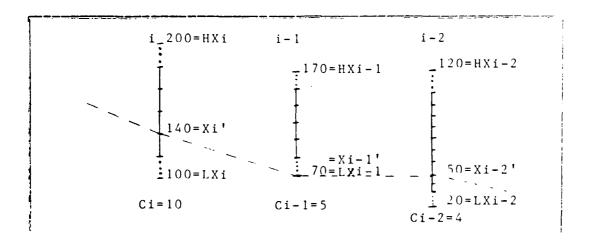


Figure 3.7 The Second Run.

smaller state variable increment or a revised boundary value and to adjust the window around a new Xi' accordingly. Figure 3.7 shows the funnel after the second run but before the windows are adjusted. The program has selected Xi'=140, Xi-1'=70, and Xi-2'=50. These are the current estimates of the optimal Xi' values at each stage. Notice that stage i-1 has a boundary that is violated, i.e., the Xi-1' for the stage is within Ci=10 of the boundary. In this case the optimization function may prefer an Xi-1 outside the window but the boundary prevents its selection. Also in the second run the state variable increments have been changed to the cost of the item associated with the stage. In most stages these values are smaller then the initial increment making the return functions more sensitive. This increase in sensitivity should improve the optimization selection.

The violation of the lower boundary in stage i-1 causes the iteration to fail the conditions of the DONE checkpoint of figure 3.2. Consequently, the ADJUST subroutine is activated again to manipulate the boundaries producing the results shown in figure 3.8.

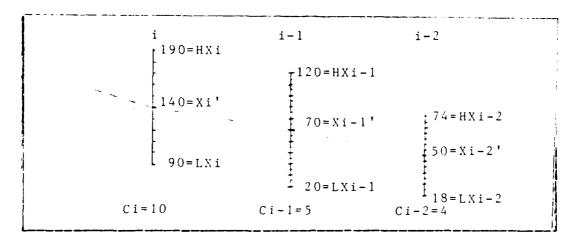


Figure 3.8 The Window Adjustments.

The points in this figure represent the input file for the third run of the program. In stage i-1 the window boundaries are centered on the previous iteration LXi-1 value. Notice the window bounds for stage i-2 have automatically adjusted downward to compensate for the increased resource consumption and avoid cascading boundary violations.

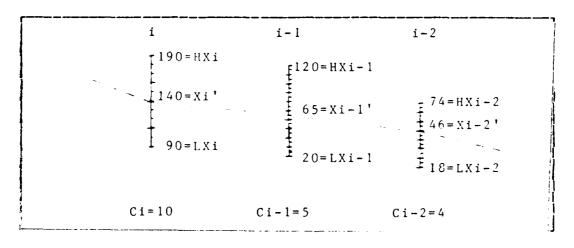


Figure 3.9 The Third Run.

Figure 3.9 shows the funnel after the third run. The program has selected Xi'=140, Xi-1'=65 and Xi-2'=46 for the current estimates of the Xi' values at each stage. Notice that the Xi-1' value is just outside the previous LXi-1, which was 70. In this example the Funnel program manipulated the boundaries of the windows to allow the DP process to choose different Xi' values for the three stages, i, i-1, i-2. Subsequent runs of the program will determine the Xi* for each stage. The process is 'DONE' when the remaining budget <= minimum Ci, an optimal integer solution is provided, and there are no boundaries violated.

C. IMPLEMENTATION PROBLEMS

From the characteristics of the funneling process, there are problems that arise when transitioning between stages. When computing the maximum and minimum value of the decision to be made for each Xi in a stage i, the upper and lower bounds and item cost of stage i-1 must be considered. In figure 3.10, the left side is the window for stage i, the right side is the window for stage i. For the stages i.

right side is the window for stage i-1. For the stages i, i-1, the highest values of the state variables are represented by HXi and HXi-1 while the lowest values are represented by LXi, LXi-1. In the program DP6, the two variables DLOW and DHIGH represent the minimum and maximum decisions available for the state variable in each stage. It is essential that DHIGH for any Xi value in the window of the ith stage be of such a magnitude that it will not force the Xi-1 value below the lower bound LXi-1. Additionally, DLOW must be of such magnitude that for any Xi in the window of the ith stage, it will not force the Xi-1 value to violate the upper bound HXi-1. If either of these decision quantities is incorrect at stage i the resource quantity will be outside the window at stage i-1. The derivation of the

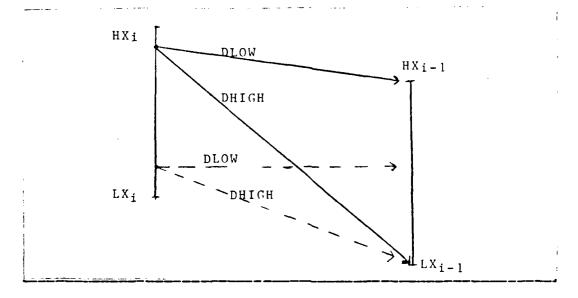


Figure 3.10 Boundary Manipulation.

formulas for these values follows. The transformation function as represented by equation 2.8 of Chap 2 is,

$$Xi-1=Xi-CiSi$$
 $i=1,...,N.$ (3.3)

If this transformation is to take place from a window in stage i to a window in stage i-1 the following conditions must be true.

$$LXi-1 \le Xi-Ci*SHIGH, \tag{3.4}$$

where SHIGH is the maximum number of items to be purchased and

$$Xi-Ci*SLOW \leftarrow HXi-1,$$
 (3.5)

where SLCW is the minimum number of parts to be purchased. By algebraic manipulation a relationship for SLOW and SHIGH may be established,

SHIGH
$$\leftarrow$$
 (Xi-LXi-1)/Ci, (3.6)

and

$$SLOW >= (Xi-HXi-1)/Ci.$$
 (3.7)

The expressions SHIGH AND SLOW are equivalent to the DHIGH, DLOW required in DP6 and are coded in the subroutine DLIMIT to control the boundary calculations. It is conceivable that at the extreme state variable values of Xi the computed boundaries could become negative or larger than the assigned budget. Thus, the decisons are further limited by DHIGH= min(SHIGH,200) and DICW= max(0, SLOW), where 200 is an arbitrarily chosen value.

The initialization for the problem is either from input decisions or else a large state variable increment is used. After the subroutine ADJUSI manipulates the windows the first time, the state variable increments are decreased or the boundary conditions are changed to allow examination of the new possible Xi values for the best return. The subroutine DLIMIT automatically adjusts the DHIGH and DLOW values to compensate for the changes in the state variable incre-With this closer scrutiny, the optimal return value The ADJUST subroutine moves the boundaries up or down accordingly when an optimal value is within one increment of the bounds. Recall that if the optimal return value is within one increment of window bound, it that the DP process would prefer a value outside the window. Hence, the boundary is recorded as violated, and the window is moved for the next iteration. This process is repeated until all the optimal return values are centered within the windows for all stages.

To save computations and avoid computing Xi values that are not compatible between stages, the state variable

increment for each stage is the cost of the item to be purchased in the previous stage. A problem arises in that the original DP5 program may provide solutions that are not This is possible because in the stage being considered, the best return may require an Xi' value from succeeding stages that has not been computed. DP5 handles this by interpolating linearly between the state variable values it does have to arrive at an estimate for the one In DP6 to avoid this approximation and obtain the subroutine ADJUST, (as discussed in integer solutions. section A), manipulates the lower and upper window values to ensure the previous stage optimal return values are available for the Xi being considered. This adjustment process is also repetitive and is done in conjunction with the boundary control.

Another problem arises from the effort to save computer computation time. If there is a wide range of costs, use of the item cost as the state variable increment within a stage becomes troublesome. Initially the ADJUST subroutine creates the state variable windows for the individual stages using a constant multiplier that may be set by the To remedy the problem of the extreme range of the costs of items for the provisioning problem being considered, (\$10000.00 to .50), the multiplier was changed to a variable that depends directly on the item cost. done to decrease the program repetitions required to reach an optimal solution. Under the constant multiplier method, a change in the purchase quantity of a larger cost item, (i.e. \$1500), could require many program repetitions to re-allocate the resource available for the lower cost items, (i.e.\$10,5,3.75, etc). The smaller window range, due to the constant multiplier, hampers the re-allocation effort. variable multiplier allows greater compensation for lower cost items to facilitate a more rapid change if required.

IV. ANALYSIS

The primary topic of this chapter will be the comparison of the Marginal Analysis and Funneling solution techniques for the previously stated problem. The discussion will cover the results of both programs and the solution difference. The standard dynamic program procedure will not be addressed because of the computational advantage of the DP variant and the similiarity of the two techniques.

For simplicity and ease of comparison a small three stage problem will be defined and solved using both solution procedures. As in the original provisioning problem the objective is to minimize the MSRT with a constraint on cost. Three different budget quantities will be examined to demonstrate the differences in the solution techniques. The following table is a list of the input parameters which are cost Ci, demand rate Li, essentiality Ei, and procurement lead time Ti. For this particular example Ti is one year.

	Sample Pro	TABLE II blem Input		ers
		-		
I	DEMAND	COST	I	ESSEN
1 2 3	5.000 1.000 10.000	5-00 10-00 15-00	1-00 1-00 1-00	3.0 2.0 1.0

For the first budget quantity of \$195.00 the Marginal Analysis program returns the following output.

		TA	BLE III	
Margina	l Analy:	sis Pro	gram Return	. Budget=\$195.0
******** * ME1	HOD: P	XED	BUDGET =	195_00
**************************************	1TEM 17 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 0 486 0 267 0 170 0 107 0 10	**************************************	BR 190-00 185-00 180-00 170-00 145-00 145-00 140-00 125-00 190-00 150-00 150-00 150-00 150-00
**************************************		EXCESS		**********
I 1 2 3	SI 8 2 9	1.3 10.3 10.3 12.1	RT 02 96 76	
	OVERALI	6.0		
REALIZ: BOUNDS	ED PERFO	RMANCE 0033,	= 6.003 6.0033)	13

The decision results are, S1=8, S2=2, S3=9 and the return is Z=6.0033, with no budget remaining. Viewing the purchase sequence in table III it may be seen that the Marginal

Analysis program has reached a solution uninterrupted, that is without implementing the heuristic developed in [Ref. 1]. Consequently, for this budget quantity the solution is optimal. Notice another indicator of the optimal solution in the last line of table III. The bounds described are the possible upper and lower values for the return. When these quantities are the same value, the solution is the best available.

TABLE IV Funnel Program Results, Budget=\$195.00

THE OBJECTIVE IS ESRT CONSTRAIRT ON COST

THE DESCRIPTION WHICH APPEARS BELCW FOR STAGE 1
APPLIES TO STAGE 1 THRU STAGE 3 INCLUSIVE
THE PROBLEM IS TO MINIMIZE A 3 STAGE PROCESSYN
IS TO BE CHOOSEN OPTIMALLY BETWEEN XN=1.9500D+02
AND XN=1.9500D+02
OPTIMAL XN=1.9500OD+02 OPTIMAL RETURN=6.00332D+00
N
XN
3 1.9500D+02 9.00D+00 6.0000D+01
2 6.0000D+01 2.00D+00 4.0000D+01
1 4.0000D+01 8.00D+00 0.0

The same budget and parameters entered in the Funnel program produce the results in table IV. The output is in the same format discussed in Chapter 3. The initial budget quantity, XN and the optimal return are shown in the line just above the individual stage results. The variable Xi is the budget quantity at the beginning of the stage, Si is the decision or quantity purchased, and Xi-1 is the budget at the end of the stage. Recall that item 3 is the most expensive and item 1 the least expensive. The optimal solution for the \$195.00 budget is S1*=8, S2*=2, and S3*=9 with a Z value equal to 6.0033 and no budget remaining. This arswer

matches exactly the Marginal Analysis program results shown in table III, confirming that the Marginal Analysis solution is optimal.

		TABLE V	
Marginal	l Analys	is Program Return,	Budget=\$200.00
******** * Mei	HCD: PI	ED EUDGET =	200.00 *
******	******		**********
**************************************	ITEB S	RATIO 0.480808496 0.365659833 0.260618091 0.172421157 0.105280340 0.0735758543 0.06000029675 0.05919569593 0.0466887541 0.0409099968 0.0336193480 0.03365777347 0.02160089487 0.0207276568 0.0146531016 0.01495446677 0.0083406673	*********** BR
	X1234511623457672889909	0.480808496	BR 000000000000000000000000000000000000
3	1 3	0.260618091	185-00
5	1 5	0.105280340	175-00
6 7	3 1	0.0735758543 0.0600002967	165.00 150.00
8	1 6	0.0591956675	145-00 130-00
10	3 3	0.0466887541	115.00
12	3 5	0.0336193480	85-00
14	3 6	0.0273999237	65-00
15 16	3 7 2	0.0216008648 0.0207276568	40.00
17 18	3 8 1 8	0.0164023377 0.0146531016	25.00 20.00
123456789012345678900	112313333333231331	0.0119544677	5.00 -10.00
20	1 '9	0.0064818673	0.0
******	*****	***********	*********
MINIMIZE		EXCESS: 0.0	
Ţ	SI	MSRT 0.514	
I 1 2 3	SI 9 2	MSRT 0.514 10.396 12.176	
•		5.565	
REALIZE BOUNDS	OVERALL	RMANCE = 5.565 33, 4.3120)	

For the second example the budget quantity of \$200.00 was used. The Marginal Analysis program returns the output

in table V. The results are S3=9, S2=2, and S1=9 with a 2 value of 5.5652 and no budget left over. Examining the detailed output of the Marginal Analysis program, table V, it may be seen that the purchase of the twentieth item drives the budget negative. The program implements the heuristic, re-evaluating the benefit to cost ratios, then chooses the number one item for the next purchase. Notice that in the bottom line of table V the upper and lower bounds are not equal. This is a good indication the solution may not be optimal and should be verified.

TABLE VI Funnel Program Results, Budget=\$200.00

THE OBJECTIVE IS MSRT CONSTRAINT ON COST

THE DESCRIPTION WHICH APPEARS EELOW FOR STAGE 1
APPLIES TO STAGE 1 THRU STAGE 3 INCLUSIVE
THE PROBLEM IS TO MINIMIZE A 3 STAGE PROCESSIN
IS TO BE CHOOSEN OPTIMALLY EETWEEN IN = 2.00C0D+02
AND IN = 2.0000D+02 OPTIMAL RETURN = 5.565 19D+00

IN SN SN IN S

The same budget and parameters entered in the Funnel program produce the results given in table VI. In this case the answer is again identical, S1=9, S2=2, and S3=9 with the optimal return Z=5.56519. Incidentally, the heuristic in the Marginal Analysis program makes the correct choice at the twentieth step when it selects the item with the second highest benefit to cost ratio.

For a third case, a budget of \$205.00 is entered in both programs. The results for the Maryinal Analysis code are shown in table VII.

TABLE VII Marginal Analysis Program Results, Budget=\$205.00 205-00 STEP ITEM SI 234567890123456789001 1111111111112221 MINIMIZE MSRT EXCESS: 0.0 MSRT 0.190 10.396 12.176 1ō OVERALL 5.385 REALIZED PERFORMANCE = 5.3852 BOUNDS (6.0033, 4.3120)

The solution is S1=10, S2=2, and S3=9 with a return value of Z= 5.3852. The upper and lower bounds are not equal indicating the heuristic has been applied and the solution should be verified. Examining the output from the Marginal Analysis program, table VII, it may be seen the budget was again driven negative at the twentieth item. The heuristic

was activated purchasing two of the number one items to drive the Ludget to zero.

Entering the same input and budget parameters in the Funnel program produces the results shown in table VIII.

TABLE VIII

Funnel Program Results, Budget=\$205.00

THE OBJECTIVE IS MSRT CONSTRAINT ON COST

The answers are not the same. The Funnel program results indicate the best part selection is S1=7, S2=2, and S3=10 for an optimal return of Z=5.30246. This selection provides an MSRT that is roughly .08 better than the marginal analysis method.

Recall from section & of Chapter 2 that the Marginal Analysis program has a function called KIT that will determine the return from a given decision set. Entering the optimal solution from the Funnel program into the KIT function produces the result in table IX. The resulting objective value is identical to the value computed by the DP variant. This shows that the computational procedures are the same for both programs.

Now consider the definition of a much larger problem. It is of the same type as the previous examples, an

TABLE IX									
Kit Function Results, Budjet=\$205.00									
EVALUATION OF SPECIFIED ALLCCATION									
I SI MSRT 1 7 3-085 2 2 10-396 3 10 7-610									
OVERALL 5-302									

objective of minimizing MSRT with a constraint on cost. input parameters cost Ci, demand rate Li, essentiality Ei, and procurement lead time Ti, are shown in in table X. budget is \$74825.00 with twenty five stages and costs ranging from \$10000.00 to .50. Due to the length of the detailed results an abbreviated output of the Marginal Analysis solution is shown in table XI. The return is 2.853 with this decision set. Note in the last line of the table, the split in the bounds indicates the heuristic was implemented and the solution may not be optimal. Examining the abbreviated output of the Marginal Analysis program, 3.4 shows that the budget was driven negative ten iterations from the end. Entering the same parameters and budget quantity for both starting conditions of the Funnel program produces identical results shown in table XII. Comparing the results in tables XI and XII it may be seen that the return and decision set for the problem are the both programs. Interestingly, the Marginal Analysis program was able to correctly select ten items after the heuristic implementation to match the optimal solution produced by the Funnel program. The heuristic employed by Richards and McMasters appears to have been a good choice, although the solution must still be verified.

I	DEMAND	COST	T	ESSEN
1234567890123456789012345	27.000 17.000 50.000 18.000 18.000 18.000 18.000 18.000 19.0000 10.0000 10.0000 10.0000 10.0000 10.0000 10.000	0.50 50 50 50 75 10.00 15.00 15.00 15.00 15.00 15.00 15.00 10.00 1	9256655550000000000000000000000000000000	00000000000000000000000000000000000000
25	0-500	10000-00	1.00	1.0

TABLE XI
Marginal Analysis Program Results, Budget=\$74825.00

****	****	****	****	*****		74825.00 *
STEP 1 2 3 4 5	11E 5 22 22 2	SI 1 1 2 3 4	RA 2-82 2-14 2-08 2-02 1-96	TIC 236671 117622 235264 352905 470547		ER 74824.50 74821.50 74818.50 74815.50 74812.50
•012345667890123456 4444444444555555555	2422984425780420147	25591104233942566260 152233942566260 1540		0418164 04183464 04183464 00338440026 00338440026 003354296148 00335439618 003332014918 003332014918 003322218 003222218 003222218 003222218	340578413908907634	233833-5500 1550000000000000000000000000000000

TABLE XII

Funnel Program Results, Budget=\$74825.00

THE OBJECTIVE IS MSRT CONSTRAINT ON COST

7.48250 7.48250+04 4.33250+04 4.33250+04 4.33250+04 2.10650+04 2.10650+04 2.10650+04 1.511500+03 4.78700+03 4.787000+03 2.64200+03 2.54200+03 2.1700+03 1.73700+03 1.73700+03 1.73700+03 1.73700+03 1.73700+03 1.74000+00 1.74000+00 2-10P+01 6-00P+00 9-00P+00 1-00P+01 4-00P+01 8-00P+00 2-30P+00 2-30P+00 2-30P+00 2-30P+00 2-30P+00 2-30P+00 3-00P+00 1-40P+01 4-00P+01 4-00P+01 4-00P+01 4-00P+01 1-56P+01 1-20P+01 10987654321

610000D+00

V. CONCLUSIONS

This chapter will discuss the advantages and disadvantages of the two primary solution techniques examined in this paper. Various starting modes of the Funnel program will be looked at in an effort to develop an efficient approach to this type of provisioning problem.

The Marginal analysis program provides a quick, simple and effective approach for jenerating a solution to the previously defined provisioning problem. However, the solution is not quaranteed to be optimal because the program may implement the Richards heuristic to consume all available resources. The Funnel program provides the optimal solution to the same problem though it takes more computer time to The DP variant has the capability to start the operate. problem from two different conditions, 1) no prior knowledge and 2) prior knowledge or an estimate of the solution. Case 2, utilizing the ENTER function of the Funnel program allows the rapid construction of the input data file used by to examine the Xi* values and manipulate the window boundaries as necessary. If the entered solution set is not optimal, the Funnel program will drive the decisions to the optimal decision set in subsequent iterations. Using the timing function mentioned in Chap. 3 a rough approximation of run time is available for each iteration of the program. For Case 1, no prior knowledge, the total estimated time for the \$74825.00 problem is nearly 3000 seconds. For Case 2. prior kncwledge, a near optimal starting solution for the same problem is driven to the optimal solution in approximately 300 seconds. This 90% savings on computation time makes it clear that an approximation method as an input to the Funnel program would be a better approach to this type

of problem. It should be noted that the run time for the case 2 start is related to the accuracy of the entered decision set. In this instance the entered decision set was specifically constructed to force the Funnel program to adjust the window boundaries in all stages at least once. A better solution than the one entered could produce a much shorter run time.

There are tradeoffs in the Funnel Program for computational efficiency. Variations of the multiplier that creates the window can drive the individual program run time A window that is too large wastes computation time on resource values that are not needed. If the window width is too small, multiple iterations of the program may be required to compensate for the increased number of boundary violations in the effort to reallocate the rescurce consumed at the various stages. For the verification of a decision set provided by the Marginal Analysis program the multiplier could be set to 1.0 providing a very narrow window of resource to be examined. Due to the narrow width of the window, if the Xi* value changes in any stage the boundary will be recorded and displayed to the user as violated. This notification would indicate that the entered solution is not optimal for the problem.

The computer time expended for the verification alternative would be quite low even for large budget problems. In the 25-stage problem, for example, approximately one second is required to verify the correctness of the optimal solution if it is entered initially. If the verification alternative indicates the decision is not optimal, the time required to drive the entered solution to the optimal solution is controlled by the magnitude of the changes in the decision set and the number of iterations required to re-allocate the resources throughout all the stages. The user must make a value judgement on the importance of the optimal solution versus the additional computer costs.

In conclusion, the emphasis of this paper is to create an algorithm to determine the optimal solution in a cuick It is evident that a combination of the and easy manner. Marginal Analysis and Funnel programs is an efficient approach for solving this type of problem. Using the Marginal Analysis program to generate a best estimate of the solution, the ENTER function with the Funnel program can then be applied to confirm the optimal solution or to create an input data file that DP6 may use to find the optimal The provisioning problems faced by NAVSUP, as described in Chap 1, may be solved with this method if they can be formatted in the recursive DP construct. The program DP6 in particular solves only the minimization of MSRT with a constraint on cost. Variations on this program could be devised to solve additional objectives like supply material availability(SMA), time weighted units short(TWUS), etc., by changing the computation procedures in the subroutines. constraint however, is currently restricted to the linear form,

$$\sum Wi*Si \le B \quad i=1,...,N$$
 (5.1)

where Wi is resources required per unit, Si is the number of units of item i, and B is the total resource available.

APPENDIX A DP6 CODE

This appendix contains the computer listing of the main program and subroutines for the funneling procedure. Some of the subroutines contain code for objectives and constraints other than those discussed in this thesis.

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19 FORMAT (34H IS TO MAXI MIZE THE MINIMUM RETURN)

10 FORMAT (34H IS TO MAXI MIZE THE MINIMUM RETURN)

11 WRITE (NOUT PE 1019)

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NP 1=N+1

WRITE (NOUTPE, 210) NP1, XN, DN

WRITE (NOUTPE, 1210) YN

NN = NN +7

IF (L-ITOP) 218, 216, 217

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SUBREAL * 8 A.B.E. SUMELT, RN, IS, TER M. TEHP, AB, CDF, IDN

CCMMON *COMMON YLARE SUMELT, RN, IS, TER M. TEHP, AB, CDF, IDN

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, 12) S(1), C(1), TOTAL, V(1), TEST, II
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K=2, NMAX
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NMAX, XLAM
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  K, K, F(K), G(K), C(K), F(K-1), G(K
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WRITE NOUTPE 1018

WRITE NOUTPE 2028

WRITE NOUTPE 2028

WRITE NOUTPE 2028

THE OBJECTIVE IS SAA

THE OBJECTIVE IS SAA

THE OBJECTIVE IS AVAILABILITY

WRITE NOUTPE 900

WRITE NOUTPE 903

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